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4 January 1954

MEMORANDUM FOR: DEPUTY DIRECTOR/PLANS  
DEPUTY DIRECTOR/INTELLIGENCE  
DEPUTY DIRECTOR/ADMINISTRATION  
ASSISTANT DIRECTOR/COMMUNICATION  
DIRECTOR OF TRAINING

SUBJECT: Human Resources Program

1. I have expressed to you personally my active interest in a concerted effort to improve the quality of supervision throughout the Agency.

2. During the period, 1 - 8 December, a representative group of senior officials of the Agency--including the Acting DD/A, the Chief of Operations and the Staff Chiefs in DD/P, the I.G., four Assistant Directors, other senior staff personnel and myself--participated in the 4½-hour initial phase of the Human Resources Program.

3. This Program has my strong endorsement. It is a valuable contribution to the general Agency-wide endeavor to improve supervision. I believe that it is extremely important at this time that all senior officials participate in the Human Resources Program to insure a community of understanding regarding management objectives and to facilitate united action to improve management.

4. Arrangements for the participation of senior officials in the Human Resources Program should be appropriate to the specific requirements of major organizational components. In some instances, senior officials find the program more functional to their needs when it is conducted within a general component; in other cases, senior officials will get more out of the program by participating in meetings which include top management personnel from other segments of the Agency. I know that it is planned in DD/P to conduct meetings for the Area Division Chiefs and their Deputies within DD/P.

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5. For those who can profit most by participating in a Human Resources course organized for top management personnel from across the whole Agency, the Director of Training is scheduling one presentation of the 4 1/2-hour initial phase of the Program each month until all senior officials will have had an opportunity to attend such meetings. The course will be conducted by [redacted] Chief of the Management Training Division, OTR. It is assumed that senior officials who do not attend meetings organized on an Agency-wide basis will wish to participate in the Human Resources program as it is scheduled within their respective organizational components.

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6. It is planned eventually to include in the Human Resources Program everyone in the Agency who supervises anyone else.

7. A course announcement of the January Human Resources Program for senior officials from across the Agency will reach you within a few days. Request that arrangements be made through the appropriate Training Liaison Officers for whatever further information may be required and for opportunities for your senior personnel to attend a 4 1/2-hour Human Resources course as soon as possible.

SIGNED

C. P. CABELL  
Lieutenant General, USAF  
Deputy Director

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14 January 1954

MEMORANDUM FOR: DEPUTY DIRECTOR/PLANS  
DEPUTY DIRECTOR/INTELLIGENCE  
DEPUTY DIRECTOR/ADMINISTRATION  
ASSISTANT DIRECTOR/COMMUNICATION  
DIRECTOR OF TRAINING

SUBJECT: Human Resources Program

1. I have expressed to you personally my active interest in a concerted effort to improve the quality of supervision throughout the Agency.

2. During the period, 1 - 8 December, a representative group of senior officials of the Agency--including the Acting DD/A, the Chief of Operations and the Staff Chiefs in DD/P, the I.C., four Assistant Directors, other senior staff personnel and myself--participated in the 1 1/2-hour initial phase of the Human Resources Program.

3. This Program has my strong endorsement. It is a valuable contribution to the general Agency-wide endeavor to improve supervision. I believe that it is extremely important at this time that all senior officials participate in the Human Resources Program to insure a community of understanding regarding management objectives and to facilitate united action to improve management.

4. Arrangements for the participation of senior officials in the Human Resources Program should be appropriate to the specific requirements of major organizational components. In some instances, senior officials find the program more functional to their needs when it is conducted within a general component; in other cases, senior officials will get more out of the program by participating in meetings which include top management personnel from other segments of the Agency. I know that it is planned in DD/P to conduct meetings for the Area Division Chiefs and their Deputies within DD/P.

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5. For those who can profit most by participating in a Human Resources course organized for top management personnel from across the whole Agency, the Director of Training is scheduling one presentation of the 1½-hour initial phase of the Program each month until all senior officials will have had an opportunity to attend such meetings. The course will be conducted by [redacted] Chief of the Management Training Division, OTR. It is assumed that senior officials who do not attend meetings organized on an Agency-wide basis will wish to participate in the Human Resources program as it is scheduled within their respective organizational components.

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SIGNED

C. P. CABELL  
Lieutenant General, USAF  
Deputy Director

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DEC 28 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT : Final Report of the Junior Officers' Committee

1. From my review of the report of the Junior Officers' Committee I am inclined to believe that little has been added to our knowledge of the problems of morale among junior officer personnel. Unfortunately, the group appears to have been content to base its findings upon data obtained from questionable and uncontrolled methods of opinion research. We have no assurance, and indeed the evidence points to the contrary, that the junior officer personnel whose views were solicited were representative of this category of personnel. The report gives no evidence that the Committee conducted the careful firsthand observation, study and analysis of the various personnel management procedures which the scope of its investigation warranted. Instead the report reflects a preconception of conclusions for which necessary supporting quotations were assembled. The value of even this effort is further diminished when some of these quotations and the conclusions based thereon are contrary to known facts. As a consequence, on an over-all basis, the report is superficial and unrealistic.

2. In view of the research methodology, it is perhaps inevitable that the Committee's report contains statements of alleged facts which have long since been overtaken by new conditions. For example, had the Committee made an objective survey of current recruitment practices, it would have learned that its description of over-zealous recruitment practices was no longer applicable. Likewise, college graduates are now, and have been for some time, signed up for employment to lower grade jobs only after written certification that such employment is desired despite their awareness of the non-professional duties to which they will be assigned, and despite the fact that no promises of promotion are given.

3. Generally, the Committee's recommendations reflect an immaturity of understanding of management principles. On the one hand, it is stated that supervisors should be encouraged to participate in "personnel management" courses and that the Career Service Boards must refrain from supplanting the role of the supervisor. At the same time, almost every major aspect of personnel management would be transferred from the supervisor to the jurisdiction of the Boards. Almost without exception, the experiment of stripping supervisors of personnel management responsibility and authority, along the lines proposed by the Committee, has produced unfortunate results. Where this has been tried supervisors have become aware that they are deprived of something which contributes even more to their successful performance than their job knowledge.

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4. Despite the shortcomings referred to in the preceding paragraphs, the Committee report documents or summarizes problems of personnel management for which solutions must be found. The Career Service machinery proposed by the Committee does not provide a realistic solution. As already noted, the effect would be to transfer functions which are intrinsically intermingled with general line authority to staff officials and boards who share no responsibility for accomplishing program results. I believe that a satisfactory solution depends on acceptance by line supervision and staff Career Service Boards of their rightful responsibility in the personnel management field. This involves a positive recognition of the need to program systematically, insofar as possible, personnel assignments in accordance with detailed individual career plans. Acting through the CIA Career Service Board, and through regular command channels, every possible effort should be exercised to stimulate recognition of this task.

/ S/

L. K. WHITE  
Acting Deputy Director  
(Administration)

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21 DEC 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board  
SUBJECT : Comments on Junior Officer & Women's Panel Reports

In accordance with memorandum dated 9 December 1953 from the Chairman of the CIA Career Service Board, there are attached hereto Personnel Office comments on the two reports mentioned above.

  
Deputy Personnel Director

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Attachments

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PERSONNEL OFFICE COMMENTS ON THE REPORT  
OF THE PANEL ON CAREER SERVICE FOR WOMEN

1. It is noted that the Preface to the Report includes the following statement:

"As compared with other employers, this Agency has offered at least equivalent opportunities to career women. It has not, in common with other employers, taken full advantage of the womenpower resources available to it."

In other words, the Agency does at least as well as other organizations in this regard, but in the opinion of the members of the Panel could do better. It is the view of the Personnel Office that the situation is not one that requires urgent corrective action, but rather, one which calls for slow, deliberate improvement, primarily through the education of supervisors.

2. The remaining comments are based primarily on Section III, Recommendations, of subject Report. With reference to the recommendation that the DCI issue a policy statement, Agency regulations currently provide that, "The most competent persons shall be recruited, selected, and promoted on the basis of merit for positions at all levels. There shall be no discrimination regarding personnel because of favoritism, marital status, sex, race, color, religion or external pressure." (CIA Regulation ) Consequently, a new policy statement would not be necessary. While an Agency notice signed by the DCI would serve to emphasize the importance of this policy, it is believed that a better approach to the question of emphasis might be to have the DCI mention this point at one of his staff meetings. We must not place too much value on



written notices and directives, for they have a way of becoming filed and forgotten.

3. The recommendation that there be a procedure for reviewing recruitment requests which indicate a preference for male applicants seems to have merit, in that it would serve as a continuing reminder to supervisory personnel of the Agency's policy. The procedure should require supervisors who initiate recruitment requests stating preferences for either sex to include with their requests justification for the preference indicated. This procedure would not be for the purpose of discouraging supervisors from indicating specific preferences or requirements where such are warranted, but rather to remind them of the policy, and to require them to think through the reasons for their requirements.
4. In regard to recommendations 3 and 4, it is believed that more might be lost than gained in specifying the job categories for which Agency officials should be encouraged to consider women employees. Individuals should be selected for positions on the basis of merit, ordinarily without regard to sex, but at the same time it should be recognized that sex may at times be a legitimate and necessary consideration. In line with this concept women should be considered on the same basis as men for any and all vacancies, provided the particular situation does not require one sex or the other.
5. In regard to recommendation 5, the Personnel Office does not agree that a full-time counselor should be assigned to the  25X1 Branch. In addition to the regularly assigned personnel who have

continuing responsibility for the IAB, there are in the Personnel Office placement officers and personnel relations officers who are available to consult with personnel assigned to the IAB as required. These individuals are full-time specialists and are fully qualified to deal with any utilization or personnel relations problem that may arise in the IAB. Further, these individuals are located in the same building as the IAB and are, therefore, readily available.

6. Recommendations 6 and 7 imply that clerical personnel require special attention within their office of assignment. It is the opinion of the Personnel Office that this may best be accomplished through day-to-day supervision, and that the appointment of a specialist in each major component who would deal with problems of clerical personnel, would tend to interfere with regular supervision. If a supervisor encounters special problems among his clerical personnel, which he is unable to deal with himself, he has direct access to specialists in the Personnel Office who will assist him with the solution of these problems.
7. Recommendation 8 - The Agency's career service policies and procedures apply to all categories of Agency personnel, including clerical personnel. Nothing should be said or written which would suggest otherwise. Office Career Service Boards should devote attention to career planning for their clerical personnel, the same as they would for professional personnel. Although designating a particular Board member to give special attention to career planning for clerical personnel might be a good approach to this problem, it is believed that this is a matter

for the office concerned and that the Agency should not establish a uniform rule.

8. Recommendation 9 - This Office agrees with the need for supervisory training in CIA, but is of the opinion that this matter is no more related to the subject of this report than it is to many other problems in the field of personnel management.
9. The remaining recommendations, as the Report recognizes, apply equally to men and women. Accordingly, no comments will be submitted on these recommendations at this time.

**PERSONNEL OFFICE COMMENTS ON THE FINAL REPORT  
OF THE JUNIOR OFFICERS' COMMITTEE**

1. The Personnel Office comments will deal with the more general considerations presented by the Report. Since the Committee concerned itself with so many aspects of the employment situation in CIA, a detailed consideration of all these points is not considered appropriate or necessary. The Personnel Office is of the opinion that the Report serves a useful purpose in pointing up general problem areas, despite certain deficiencies which are readily apparent to an informed reader. It is the view of this Office that the Report underscores the need for increased emphasis on supervisory training and more careful supervisory selection in the Agency. While this Office certainly does not agree with all of the allegations and criticisms reported by the Committee, it is believed that had these junior personnel been subjected to good supervision from the time they entered on duty with the Agency, many of the misunderstandings which resulted in lowered morale among these people would not have occurred.
2. To the Personnel Office the Report suggests a possible need for a reassessment of the Junior Officer Program in terms of the Agency's current personnel requirements. Now that we are no longer an expanding Agency, it is believed that the recruitment of junior officers must be directed more toward the employment of personnel for fairly specific assignments which will be known to exist at the time the individuals are ready for productive employment. While the Agency was expanding, the recruitment of individuals with outstanding personal

and academic qualifications was justified, even though specific assignments were not known at the time of recruitment. An expanding organization can always use such individuals in some capacity. This is no longer the case, and it is believed that the program should be reconsidered in terms of our present employment situation.

3. With reference to the Committee's recommendations on the Career Service Program, it is believed that the Committee, in this regard, may have become a little presumptuous. While we agree that the problems of junior officers relate to the Agency's career service policies and procedures, the members of the Committee seem to have used their Report as an opportunity for presenting their own views on career service in the Agency without any particular relationship to their problems. One general observation which this Office would like to make is that while recognizing the need for improved supervision in the Agency the Committee somewhat inconsistently recommends the utilization of career service machinery in such a way as to further weaken supervision. This Office subscribes wholeheartedly to the concept that Career Service Boards are advisory to supervisory personnel, and should themselves have no executive responsibilities.
4. This Office does not agree with the Committee's recommendation that there be a "Junior Executive Inventory." We do not believe that the factors which warrant the establishment of an Executive Inventory of senior personnel are present with respect to junior personnel. The establishment of such an inventory would have a very adverse effect

on personnel in the junior grades who were not included, and the existence of the inventory would inevitably become known throughout the Agency. All junior personnel should have reason to believe that their opportunities for advancement in the Agency will depend on their own abilities and not on a label which may have been attached at the time of recruitment.